

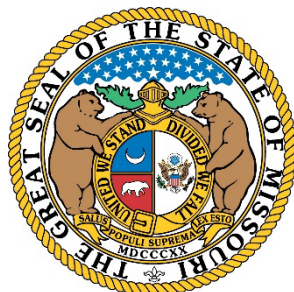


# Missouri Military & Defense Strategic Plan

**2022-2024**

Adopted by the Missouri Military Preparedness &  
Enhancement Commission

December 6, 2022



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## Missouri Military Preparedness & Enhancement Commission

Steve Ehrhardt, Chairman  
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RADM (Ret.) Charles Williams  
Senator Sandy Crawford  
Senator Steven Roberts  
Representative Ashley Aune  
Representative Bill Hardwick

December 6, 2022

To Governor Parson, the Missouri General Assembly, and Missouri's Citizens:

On behalf of the members of the Missouri Military Preparedness and Enhancement Commission (MMPEC), it is my pleasure to present the 2022-2024 Military and Defense Strategic Plan.

This plan is a statutorily mandated, biennial effort to chart a course for Missouri to be successful in retaining and growing the value of Whiteman Air Force Base, Fort Leonard Wood, our Missouri National Guard, and the defense agencies and industry that operate in our state.

Further, it is the responsibility of MMPEC to ensure that Missouri is a welcoming home to the tens of thousands of military personnel who serve and live in our state and to see to it that we are an attractive place for them to stay or return to when their service ends. We believe Missouri has a significant role to play in supporting our nation's defense through the successful work of defense contractors like Boeing in St. Louis, Honeywell FM&T in Kansas City, and the hundreds of other defense contractors that exist across Missouri.

This strategic plan is based on the input of installation leaders, community support organizations, state legislators, chambers of commerce, and economic developers. We thank them for their hard work and willingness to share their perspectives. Many new ideas we obtained are reflected in this 2022-2024 Military and Defense Strategic Plan. As required by law, this plan will serve as a guiding document for the State of Missouri's efforts over the next two years.

On behalf of our MMPEC Commissioners and the Missouri Military Advocate, we thank those who read this report for their partnership and we look forward to building an even stronger military and defense industry in our state.

Respectfully,

A handwritten signature in black ink, reading "Steve Ehrhardt", is displayed within a rectangular box.

Steve Ehrhardt  
Chairman

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## Introduction

This is a Strategic Plan for the Missouri Military Preparedness and Enhancement Commission (MMPEC) that was adopted by the MMPEC Commissioners at their meeting on December 13, 2022. The plan is a statement of why MMPEC was created by the state legislature, what goals it is trying to achieve, how it is working, and how it will know whether it is achieving its desired outcomes. This Strategic Plan satisfies the provision of Section 41.101.6 (8) that requires MMPEC to prepare a biennial strategic plan that:

- a) Fosters the enhancement of military value of the contributions of Missouri military installations to national defense strategies;
- b) Considers all current and anticipated base realignment and closure criteria; and
- c) Develops strategies to protect the state's existing military missions and positions the state to be competitive for new and expanded military missions and defense industries

## Purpose

The Military and Defense Strategic Plan is intended to guide the actions of MMPEC and the Office of Military Advocate in achieving their legislative mandates and adopted policies. It is also intended to communicate its plans and actions to the General Assembly, the Governor, and stakeholders around the state.

## Background

Established in 2005 by the Missouri General Assembly, the Missouri Military Preparedness and Enhancement Commission ("MMPEC") is an eleven-member commission that has a statutory charge to preserve and expand the military's presence and success in Missouri, and preserve the economic, social and societal benefits the military provides for our state. MMPEC is governed by Section 41.1010 RSMo.

As defined by Missouri law and adopted policies, MMPEC's responsibility is to:

- a) Ensure that Missouri is seen as a military-friendly state by the Department of Defense; all branches of the military; the Department of Homeland Security; and related agencies and organizations;
- b) Promote economic development related to military issues in Missouri by fostering the development of defense-related industries;
- c) Position Missouri to retain its existing military installations and facilities and to acquire additional missions for our military installations;

- d) Function as a clearinghouse by providing military installation information and recommendations to enhance the military value of Missouri defense installations to the Governor, General Assembly, Congressional Delegation, and state and federal government officials;
- e) Further educate Missourians and public officials on the missions and responsibilities of the Missouri military armed forces and citizen soldiers and the significance and the crucial economic impact of the military installations and defense industries located in the state;
- f) Assist communities by preparing them for Base Realignment and Closure ("BRAC") or other Department of Defense ("DoD") actions, and provide needed assistance to those communities negatively affected by those actions; (by implication, assisting communities in leveraging opportunities for growth of installations)
- g) Assist communities in retaining and recruiting defense-related businesses;
- h) Improve the lives of military families in Missouri; and
- i) Increase employment opportunities for former members of the military.

## **Process**

The second biennial Missouri Military & Defense Strategic Plan was adopted in December 2022, following the transition process to the 2<sup>nd</sup> Missouri Military Advocate. The 2022-2024 strategic plan borrows heavily from the 2020-2022 strategic plan but contains new strategies and concepts that were derived from substantive discussions surrounding quality of life improvements, engagements with educational institutions, and workforce development.

## **Mission, Vision and Values**

These are statements of purpose and manner of operating that are consistent with the law that created MMPEC, and with the expectations and aspirations of those we work with across the state and in other places.

Missouri law requires MMPEC to advise the Governor and the General Assembly on military issues and economic and industrial development related to military issues; make specific recommendations to policymakers regarding a broad range of military and defense challenges and opportunities in Missouri; provide information and assistance to communities and other stakeholders; foster strategic regional alliances that may extend over state lines; and encourage economic development by fostering the development of industries related to defense affairs.

To enable MMPEC and to show clear purpose, MMPEC hereby adopts the following:

## ***Vision***

To make Missouri the preferred location for national defense investments and jobs and the destination of choice for Service members, their families, and veterans.

## ***Mission***

MMPEC's mission is to provide leadership in the state's efforts to retain and enhance military installations, missions and agencies; to encourage the growth of defense businesses; and create a supportive environment for Service members and their families that includes opportunities for employment when they leave the military.

## ***Values***

- We value our responsibility as the state's leader in making Missouri the best possible place for the U.S. Department of Defense and defense-related entities to carry on their work in defending our Nation.
- We value our role in ensuring that Missourians have good jobs that are connected to defense-related companies and military installations, missions and defense agencies.
- We work in a true collaboration with local, regional, state and federal partners and stakeholders.
- We conduct our work with the highest ethical standards, and our actions are transparent.

## ***Goals***

Each goal has strategies associated with it that MMPEC believes is achievable and advances the mission and vision of MMPEC. Since this plan is intended as a set of policy recommendations for all of state government, accomplishing many of the strategies will fall outside the abilities of MMPEC, the Military Advocate, and the Department of Economic Development, where the Military Advocate resides.

However, since this plan must be actionable and measurable, the Military Advocate, on behalf of MMPEC, will establish specific actions, timelines and measures of success to allow MMPEC, the Department of Economic Development and the General Assembly to judge whether our state—including MMPEC and the Military Advocate—are achieving the goals we adopted. It is the position of MMPEC that if each of these goals is accomplished, the state of Missouri, MMPEC and the Military Advocate will be fully successful in achieving their shared vision, and that there will be an enriched economic vitality and enhanced quality of life for all Missourians.

## ***Goal 1 – Retain, improve, and grow Missouri's military installations, missions, and defense agencies***

Missouri should work in a coordinated and determined way to protect and enhance its current military and defense assets, and attract new missions and opportunities.

Strategy 1.1      Maintain a strong and aggressive state advocacy with Congress, military leaders, policy organizations and others who can influence decisions about Missouri's military installations, agencies, and missions in Missouri;

Outcome Measures Percentage of contacts made with key influencers on Military Advocate & consulting team target list quarterly;

Strategy 1.2      Provide technical and financial assistance to installation support organizations and local and regional governments that can implement strategies for mission retention and expansion, and prepare for BRAC or other force realignments;

Outcome Measures: Number of communities that have been provided technical or financial assistance by DED and/or the Office of Military Advocate & consulting team;

Strategy 1.3      Update the state's economic impact analysis of Missouri's military/defense sector on a biennial basis and communicate the value of the sector to Missouri's military, government, and community stakeholders;

Outcome Measures: 1) Number of instances where the impact is communicated to key state leaders and the general public; 2) Number of arranged interactions between the Governor, Lt. Governor and state department officials, and military and defense leaders;

Strategy 1.4      Utilize state and local economic development incentives to attract or retain military installations and missions, and defense agencies;

Outcome Measures: Number of instances where the value of the incentive is communicated to the Department of Defense regarding opportunities to expand missions and locate more personnel;

Strategy 1.5      Maintain situational awareness of strategic planning at military installations, community support organizations, and defense agencies to ensure MMPEC and DED provide all available resources;



Outcome Measures: Number of engagements with installation and agency leadership and community stakeholders;

Strategy 1.6 Advocate with state and federal legislators in support of Missouri National Guard New Decision Items (NDIs) and federally funded resource requests;

Outcome Measures: 1) Number of approved NDIs in MONG annual budget; 2) Number of NDAA and Appropriations Bill(s) legislative adds;

Strategy 1.7 Advocate with federal stakeholders in support of modernizing the Missouri National Guard's air capabilities and Total Force Integration;

Outcome Measures: 1) Number of C-130J-30s fielded at 139th AW; 2) Status of associate relationship between 131st BW and 509th BW; 3) 509th BW fielded B21 bombers in lieu of B2 bombers;

## ***Goal 2 – Make Missouri the most supportive place in the nation for Service members and their families, and provide opportunities for them to stay or return when their military service ends***

Missouri should work to develop and support initiatives that improve quality of life and opportunities for Missouri military personnel and their families, and increase the attractiveness of our state as a location for them to stay or return to when their military service ends and they become veterans. The impact of these initiatives will be to increase the chances that Service members will choose to serve at Missouri's installations, and the size and skill level of our workforce will be increased as those who leave the military choose to live and work here.

Strategy 2.1 Create and execute measurable programs aimed at familiarizing veterans, transitioning service members, and their spouses with Missouri's amenities, including the resources designed to support military families and veteran-friendly employers;

Outcome Measures: 1) Completion of a marketing plan with other state agencies and other organizations; 2) Number of transitioning service member engagements on military installations; 3) Number of engagements with employers and local business organizations; 4) Number of retained veterans and transitioning service members to Missouri Year-Over-Year;

Strategy 2.2 Maintain the quality and rigor of K-12 instruction in schools that serve military-connected students as compared to other states, and seek opportunities for improvement;

Outcome Measures: 1) Participation in the Military Interstate Children's Compaction Commission (MIC3); 2) Advocate for national recognition and resources for schools with military-connected students; 3) Engage with Missouri DESE and superintendents on best practices and feedback of military installation community schools

Strategy 2.3 Support statewide higher education military-credit articulation by assisting Missouri DHEWD in locating and acquiring resources needed for implementation;

Outcome Measures: 1) Collection of data and best practices from similar initiatives across the country; 2) Implementation of a website database that outlines postsecondary credits for military education and experience across all higher education institutions in Missouri;

Strategy 2.4 Create a comprehensive method that better connects transitioning service members, members of the Missouri National Guard, and their families with available employment and entrepreneurial opportunities in Missouri;

Outcome Measures: 1) Identify transitioning service members and spouses with connections to Missouri; 2) Identify part-time members of the Missouri National Guard; 3) Increase the number who take jobs in Missouri; 4) Increase the number of spouses who get jobs;

### ***Goal 3 – Retain, grow and support the success of Missouri businesses that provide services or products for defense and national security***

According to Missouri's last economic impact report in FY21, defense spending in Missouri totals about \$12.2 billion (16th among states), with more than 76% of the total going to contracts with Missouri-based companies. Additional economic development opportunities exist for strengthening and expansion of these defense companies that support our national defense.

Strategy 3.1 Promote the workforce and economic impact that Missouri's defense businesses have on Missouri's economy;

Outcome Measures: 1) Provide an updated impact study in FY24, with detail on defense/national security contract impact; 2) Number of instances where the impact is communicated to key state leaders and the general public;

Strategy 3.2 Define, promote, connect and exploit defense-related business clusters that exist in Missouri and integrate the efforts of economic developers to help retain and grow jobs and capital investments in those businesses;

Outcome Measures: 1) Define Missouri's defense-related cluster or clusters; 2) Coordinate with economic developers to provide assistance for growth; 3) Engage the top 40 defense and national security enterprises to offer assistance; 4) Engage with defense policy institutes on best practices and successful initiatives;

Strategy 3.3 Create a national security sector initiative to support the vitality of components of the supply chain, such as availability of talent, skills development and entrepreneurship;

Outcome Measures: Execute the National Security Crossroads initiative to support the defense industrial base and national security supply chain;

Strategy 3.4 Support and engage in collaborations among Missouri defense contractors, high schools and the military in robotics, engineering and other STEM-related areas that result in the development of new skills and training pipelines related to the National Geospatial-Intelligence Agency;

Outcome Measures: Work in concert with the Department of Elementary and Secondary Education and NGA to support concentration on STEM courses and support strategies to match skills with jobs;

